

Performance Indicators

FINANCIAL AND OPERATIONAL PERFORMANCE	2018	2019	2020	2021
Net Revenue (million USD)	12,855	13,229	6,734	10,686
Passenger Revenue	10,918	11,167	3,792	6,390
Cargo Revenue	1,647	1,688	2,722	4,015
Other Revenue	290	374	220	281
Operating Profit (million USD)	1,191	876	-255	1,414
EBITDAR (million USD)	3,349	3,107	1,866	3,744
EBITDAR Margin (%)	26.0%	23.5%	27.7%	35.0%
Net Debt	7,687	10,107	14,120	11,596
Total Assets	20,732	24,724	25,530	26,537
Total Investments	2,940	4,315	4,903	4,193
Fleet Investments	1,291	2,402	2,926	2,061
Leasing Repayments	906	974	1,541	1,786
Other	743	939	436	346
Return on Equity (ROE) (%)	13.0%	11.0%	-16.0%	14.0%
Total Flight Miles (nautical mile)	467,942,609	500,095,380	254,970,056	379,947,624
Available Seat*Km (million Km)	182,031	187,696	74,960	127,769
Revenue Passenger*Km (million Km)	149,169	153,186	53,249	86,701
Revenue Passenger (person)	75,167,807	74,276,202	27,950,200	44,787,730
Passenger Load Factor (%)	81.9%	81.6%	71.0%	67.9%
Flight Destinations	310	321	324	333
Number of Landings	511,064	507,314	240,339	357,189
Distance Flown Km (thousand)	866,630	926,177	472,205	703,663
Cargo & Mail Carried (ton)	1,412,423	1,543,028	1,487,233	1,879,552
Excess Baggage Carried (ton)	7,717	11,725	7,281	20,695

FINANCIAL AND OPERATIONAL PERFORMANCE	2018	2019	2020	2021
On-time Take-off Rate (%)	79.50%	80.90%	90.10%	84.30%
Baggage Irregularity Rate (‰)	5.2%	5%	3.9%	3.7%
Turkish Airlines-Only International Routes	146	154	155	142
Turkish Airlines-Only International Routes within Top 20 Airline Companies	209	219	216	203
Turkish Airlines-Only International Destinations within Top 20 Airline Companies	30	30	24	22
Fleet Data				
Fleet average age	8.20	8.33	8.44	8.50
Total number of aircraft	332	350	363	370
Number of narrow-body aircraft	218	230	234	246
Number of wide-body aircraft	92	97	104	104
Number of cargo aircraft	22	23	25	20
R&D Expenditure (USD)	11,800,612	7,691,853	8,857,844	3,012,839
Number of R&D Employees	666	752	719	829
Patent Applications (number)	10	10	9	0
Number of R&D Projects	33	49	40	20
Direct Economic Value Generated (million USD)	12,855	13,229	6,734	10,686
Direct Economic Value Distributed (million USD)	11,686	12,644	7,264	9,411
Operating Costs	9,827	10,477	6,103	8,051
Salaries and Benefits Paid to Employees	1,772	2,067	1,097	1,298

FINANCIAL AND OPERATIONAL PERFORMANCE	2018	2019	2020	2021
Dividend Paid	0	0	0	0
Taxes and Similar Payments to the Government	41	52	41	37
Donation, Sponsorship and Corporate Responsibility Expenditures	46	48	23	25
Tax Paid				
Republic of Türkiye (million TL)	773,139,271	1,441,302,581	898,893,051	1,472,755,988
Other States (million TL)	59,865,126	66,849,176	59,912,800	54,248,048
Airports (million USD)	1,108,276,906	1,120,050,112	425,535,737	740,139,335
Local Procurement Rate by Expenditure (%)	79.56%	69.01%	76.55%	62.50%
Local Procurement Rate by Number of Suppliers (%)	-	73.62%	78.64%	76.80%
Code of Ethics, Anti-Bribery and Anti-Corruption Training				
Total training participants (number of people)	5,910	4,320	2,420	6,207
Total training hours (person*hour)	2,955	2,160	1,210	3,103
Ethical Line Grievances (number)	245	278	134	179
Discrimination Grievances (number)	9	5	2	4
Total Amount of Significant Cash Fines Paid (million TL)	-	-	-	1,1
Non-monetary Sanctions (number)	-	-	-	1
Incentives from Government and International Institutions (million USD)	62	110	164	187
Employee Suggestion System Data				
Number of Employees Giving Suggestions (number)	6,268	4,316	7,144	507
Number of Suggestions Received From Employees (number)	16,716	21,995	24,259	25,129
Number of Suggestions Implemented (number)	659	1,100	1,225	1,227
Financial Benefit from Employee Suggestions (million USD)	55	132	163	185

FINANCIAL AND OPERATIONAL PERFORMANCE	2018	2019	2020	2021
Total Energy Consumption (GJ)	236,312,657	247,848,257	126,067,694	187,326,898
Direct Energy Consumption (GJ)				
Aviation Fuel	236,005,081	247,382,766	125,592,531	186,711,059
Natural Gas	143,324	142,719	128,241	124,505
Gasoline and Diesel	34,187	27,536	16,761	1,675
Other Resources	0	0	0	0
Indirect Energy Consumption (GJ)				
Electricity	127,828	252,226	210,985	326,487
Other Resources	2,237	43,010	119,175	163,173
Fuel Consumption				
Aviation Fuel (Ton)	5,351,589	5,609,587	2,847,903	4,233,811
Natural Gas (m ³)	4,149,367	4,131,857	3,712,707	3,604,558
Gasoline (liter)	6,640	2,091	3,489	265,936
Diesel (liter)	940,453	774,876	469,721	413,430
Fuel Saving (GJ)	1.305,713	2,447,197	1,003,716	1,635,316.2
Fuel Saving (Ton)	29,608	55,492	22,760	37,082
Fuel Efficiency (Kg/ATK)	18.17	18.06	18,36	16,68
Energy Intensity				
Electricity Consumption per Employee (GJ/Employee)	9,17	11,19	8,75	8,09
Electricity Consumption per Surface Area (GJ/m ²)	0,45	0,64	0,49	0,42
Natural Gas Consumption per Surface Area (GJ/m ²)	0,22	0,43	0,45	0,74
Total Greenhouse Gas Emissions (Tons CO ₂ e)	17,028,599	17,877,124	9,094,999	16,591,244
Category 1 Emissions	17,004,857	17,834,081	9,059,793	13,462,858
Category 2 Emissions	23,742	43,043	35,205	56,377
Category 3-4-5-6 Emissions	-	-	-	3,072,009
Greenhouse Gas Emission Savings Provided by Efficiency Projects (Ton CO ₂)	94,069	179,740	72,312	117,815

ENVIRONMENTAL PERFORMANCE	2018	2019	2020	2021
Carbon Credits Surrendered to the Authorities (tons CO ₂)	10,617	13,240	13,883*	13,968
Emission Credits Surrendered Under EU ETS	10,617	13,240	13,835	10,838
Emissions Credits Surrendered Under CH ETS	-	0	48	0
Emissions Credits Surrendered Under UK ETS	-	-	-	3,130
Passenger Flight Offset (number)	668	686	669	672
NOx Emissions (ton)	59,001	61,846	31,398	46,678
Total Water Withdrawal (m ³)	56,608	64,903	38,022	255,238
Municipal Water (m ³)	56,608	64,903	38,022	255,238
Water Withdrawal per Person (m ³ /person)	-	16.91	14.73	23.70
Waste Water Discharge (m ³) (Waste Water Channel)	-	-	-	237,418
Solid Wastes (Ton)	498	1,577	1,268.5	1,608
Recycled Non-hazardous Wastes	124	1,249	1,163	1,449
Recycled Hazardous Wastes	115	153	35.9	105
Disposed Non-hazardous Wastes	0	0	0	0
Disposed Hazardous Wastes	1.00	1.00	0.60	0.50
Recycled Packaging Wastes	258	174	69	53.50
Products with Reduced Environmental Impacts (unit)				
Forest Stewardship Council (FSC) Certified Toy Sets	2,268,000	1,647,700	0	323,925
Biodegradable and Compostable Headphone Packaging in accordance with TS EN 13432 Standard	37,698,863	37,790,212	9,872,042	16,722,548
TS EN 13432 Certified Biodegradable and Compostable Blanket Packaging	13,497,804	20,791,553	4,412,240	6,223,785

*In addition to the 13,074 emission credits declared for 2020, 809 emission credits were subsequently submitted to the authority.

ENVIRONMENTAL PERFORMANCE	2018	2019	2020	2021
OEKO-TEX 100 Certified Passenger Blankets	1,509,204	2,181,610	572,215	1,144,145
Vegan Cosmetic Sets	-	-	-	63,471
Leaks and Spills				
Total Incidents (number)	0	0	0	0
Amount of Leaks and Spills (ton)	0	0	0	0
Environmental Management Expenditure (USD)	-	8,211,709	11,477,784	8,433,014
Environmental Trainings				
Training Participants (person)	-	-	-	3,227
Company Employees	-	-	-	2,731
Contractor Employees	-	-	-	496
Training Duration (person*hour)	-	-	-	2,210
Company Employees	-	-	-	1,946
Contractor Employees	-	-	-	264
Supplier Environmental Audits				
Number of Suppliers Subjected to Environmental Audit	0	0	0	53
Number of Suppliers Audited for the First Time	0	0	0	0
Number of Suppliers Failed in Audit	0	0	0	0
Number of Suppliers whose Contract was Terminated After the Audit	0	0	0	0
Number of Suppliers Given Development Program After the Audit	0	0	0	0
Number of Suppliers Completing the Development Program	0	0	0	0
Number of GHG Awareness Training Participants	5,033	3,965	2,522	1,487
Number of Waste Management Training Participants	0	0	22,459	3,227

EMPLOYEE DEMOGRAPHICS	2018	2019	2020	2021
Total Workforce (number)	26,739	29,491	28,668	27,532
Female	12,332	13,579	13,129	12,682
Male	14,407	15,912	15,539	14,850
Employee Category (number)				
Cockpit Crew	5,213	5,839	5,756	5,561
Female	241	297	303	296
Male	4,972	5,542	5,453	5,265
Cabin Crew	10,513	12,247	12,281	12,033
Female	7,161	8,243	8,105	7,910
Male	3,352	4,004	4,176	4,123
Technical Team - Engineer	413	402	368	353
Female	170	177	169	171
Male	243	225	199	182
Technical Team - Technician	172	203	189	152
Female	11	11	11	1
Male	161	192	178	151
Non-flight Personnel	11,013	11,405	10,631	9,938
Female	4,930	5,039	4,721	4,476
Male	6,083	6,366	5,910	5,462
Total Workforce by Contract Type (number)				
Indefinite Term Employment Contract	25,472	28,214	27,580	26,519
Female	11,756	12,999	12,640	12,232
Male	13,716	15,215	14,940	14,287
Temporary Employment Contract	1,118	1,167	1,081	1,007
Female	505	519	483	444
Male	613	648	598	563

EMPLOYEE DEMOGRAPHICS	2018	2019	2020	2021
Total Workforce by Education Level (number)				
Primary education	23	55	53	34
High school	4,443	5,024	4,486	3,997
University and Above	18,979	21,119	20,970	20,415
Total Workforce by Age Groups				
18-30	9,910	10,657	8,631	6,455
30-50	15,410	17,485	18,715	19,706
50+	1,239	1,349	1,322	1,371
Senior Management Structure (number)				
Female	54	61	59	56
18-30	1	1	0	0
30-50	50	56	56	49
50+	3	4	3	7
Male	553	564	560	528
18-30	29	13	7	1
30-50	487	510	514	487
50+	37	41	39	40
Mid-level Management Structure (number)				
Female	482	516	496	498
18-30	33	34	25	21
30-50	428	459	448	453
50+	21	23	23	24
Male	1,041	1,117	1,066	1,095
18-30	141	101	66	53
30-50	855	963	945	987
50+	45	53	55	55

EMPLOYEE DEMOGRAPHICS		2018	2019	2020	2021
New Recruits (number)					
	Female	1.437	1.781	118	131
	Male	2.463	2.161	416	235
Employees Left (number)					
	Female	473	535	569	578
	Male	763	654	789	924
Turn Over (%) (domestic)					
	Female	4%	4%	4%	4%
	Male	6%	4%	5%	6%
Turn Over (%) (abroad)					
	Female	7%	8%	7%	9%
	Male	7%	5%	4%	6%
Employees with Disabilities					
	Female	56	60	60	57
	Male	161	175	170	155
Number of Disabled Employees in Manager Position		20	24	22	23
Workforce Under the Collective Bargaining Agreement (number)		23,015	25,513	25,054	24,307
Ratio of Female Candidates Applying for a Job (%)		41%	61%	-	-
Ratio of Female Candidates in Recruitment Interviews (%)		38%	62%	-	-
Shortlisting Rate of Candidates in the New Employment Process (%)		8%	5%	-	-
	Female	29%	57%	-	-
	Male	71%	43%	-	-
Ratio of Women Promoted During the Year (%)		50%	49%	33%	34%
Ratio of Female Employees Promoted to the Management Position for the First Time (%)		50%	50%	40%	17%

SOCIAL PERFORMANCE		2018	2019	2020	2021
Ratio of Female Employees in Income Generating Positions (%)		8	8	7	6
Ratio of Female Employees in Engineering Positions (%)		42	45	47	49
Number of Employees on Maternity/Paternity Leave					
	Female	1,063	907	823	628
	Male	791	811	531	603
Number of Employees Returning from Maternity/Paternity Leave					
	Female	906	756	677	550
	Male	792	815	534	598
Number of Employees Who Haven't Left Work for the Last 12 Months After Returning from Maternity Leave					
	Female	897	739	623	532
	Male	794	815	517	588
Number of Female Employees Benefiting from the Right to Work Part-Time After Childbirth		2	4	0	7
Number of Female Employees Benefiting from Partial Employment Right after Childbirth		32	54	61	52
Employee Trainings- Participants (number)					
	Blue Collar Employees	29,099	22,166	22,064	34,876
	White Collar Employees	87,412	135,831	153,519	136,023
	Cockpit Crew	17,135	54,930	54,968	49,088
	Cabin Crew	81,675	219,449	150,150	193,037
Accident Frequency Rate (by 1,000,000 Working Hours)		8.6	12.69	4.57	7.82
Accident Severity Rate (by 1,000,000 Working Hours)		172	123	37	63
Occupational Disease Rate (1.000.000 Çalışma Saati Bazında)		0	0	0	0
Number of Work Related Fatality		0	0	0	0

SOCIAL PERFORMANCE	2018	2019	2020	2021
OHS Trainings for Employees - Number of Participants				
Direct Employees	-	14,951	20,563	153,579
Contractor Employees	1,165	95	67	159
Number of Field Surveillance Studies (number)	-	426	204	632
Number of Physician Activities (number)	157,016	161,992	125,326	117,699
Number of Disaster Emergency Trainings (number)	20	24	10	19
Number of Disaster Emergency Training Participants (person)	273	400	145	215
Number of Disaster Emergency Drills	17	58	8	97
Number of Employees Receiving Child Care/Elderly Care Support	1,373	2,660	2,912	2,922
Number of Employees/Managers Receiving Training on Prevention of Harassment, Mobbing, Oppression and Violence				
Managers	100	20	414	122
Non-managers	5,879	4,843	21,948	6,085
Customer Satisfaction Rate (%)	79	75	77	83
Number of Employees Received Training on Human Rights Policies and Procedures				
Cockpit Crew	607	390	349	59
Cabin Crew	1,130	1,691	543	47

SOCIAL PERFORMANCE	2018	2019	2020	2021
Security Personnel	49	19	2	1
Other Ground/Support Team	1,558	1,071	396	210
Number of Business Interruptions Due to Strike (number)	0	0	0	0
Number of Non-Working Days Due to Strike (number)	0	0	0	0
Flight Safety Trainings				
Training Participants (person)	10,890	12,226	13,595	13,300
Cockpit Crew	932	1,476	2,620	936
Cabin Crew	2,634	2,992	2,528	2,432
Other Employees	7,324	7,758	8,447	9,932
Training Duration (person*hour)	16,463	27,144	15,472	22,503
Cockpit Crew	533	816	1,321	470
Cabin Crew	1,601	2,280	1,898	1,502
Other Employees	14,329	24,048	12,253	20,531
Flight Security Data				
Number of Aircraft Accidents (number)	-	-	0	0
Sanctions for Non-Compliance with Flight Safety Regulations (number)	-	-	0	0
Number of Flight Security Reports (number)	2,200	2,063	3,760	5,577
SAFA Rate (%)	0.215	0.177	0.318	0.054